

Enclosure 5b
March 9, 2021

Providence
Schools

**Council on Elementary and
Secondary Education**

March 9, 2021



Turnaround Action Plan

Providence schools to launch freshman academy

by ASHLEY ELLIOTT, NBC 10 NEWS | Wednesday, March 3rd 2021

WJAR



The Newcomer Program building on Branch Avenue will serve as the location of a new Providence Public Schools freshman academy. (WJAR)



PROVIDENCE, R.I., (WJAR) — Providence Public Schools is launching a freshman academy this fall.

Open to incoming Jorge Alvarez High School ninth graders and newcomer students, the pilot academy is meant to "ease the transition between middle school and high school," the district said.





The academy will open in the district's newcomer center at 425 Branch Ave.



Momentum



Our Turnaround Progress

Pillar / Focus		Highlights
	Excellence in Learning	<ul style="list-style-type: none">• Gold-standard curricula for all learners K-8• New options for families including Providence’s first dual-language middle school
	Engaged Communities	<ul style="list-style-type: none">• Implemented customer service tracking system• New student, family, community advisory bodies
	World-Class Talent	<ul style="list-style-type: none">• Increased on-the-job learning for every teacher• More qualified and diverse applicants and hires
	Efficient District Systems	<ul style="list-style-type: none">• Reduced red tape and shifted budget closer to classrooms• New Turnaround Support Office to manage change



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“All children will have the opportunity to attend a world-class school that will not only challenge and motivate them academically but will prepare them for success in adulthood.”

Turnaround Action Plan

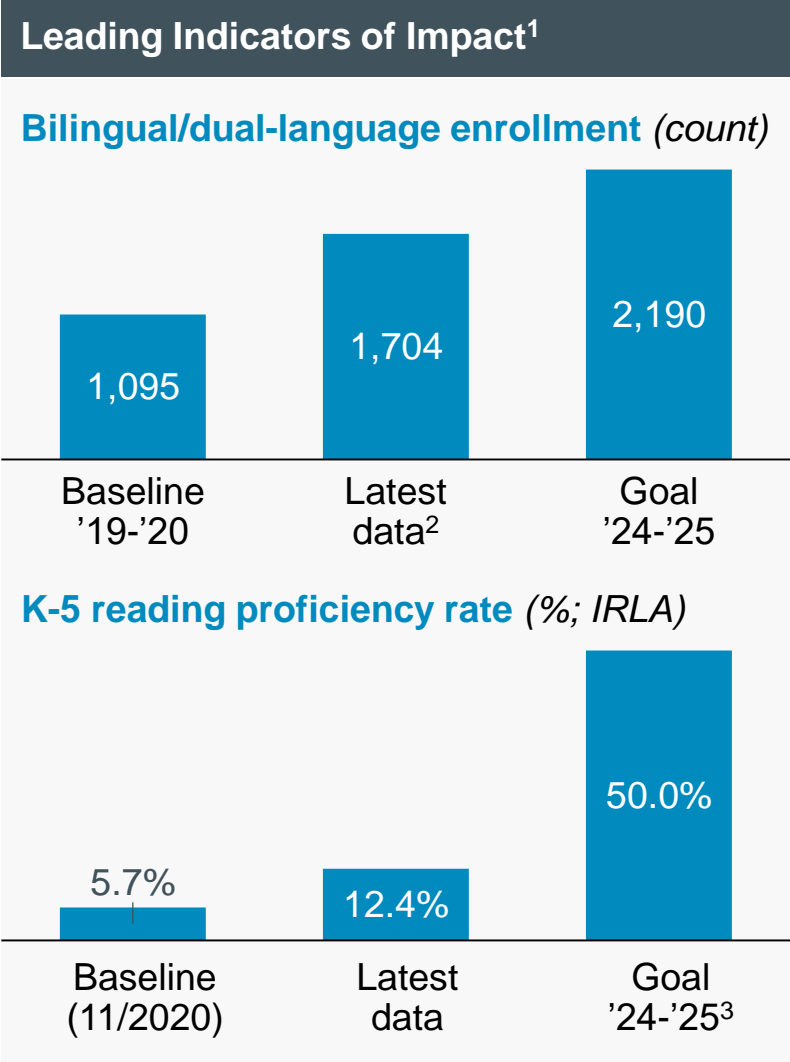
Excellence in Learning



Excellence in Learning (1 of 2): Building an Academic Vision

Progress

- Selected and implemented at all elementary and middle schools unified, culturally relevant, **gold-standard core curricula**; conducted **32 professional learning sessions** to date on the new ELA curriculum
- Created new options for families through inclusive efforts to **redesign our most highest-needs schools**
 - Launched the first **dual-language middle school** offering in Providence’s history at Gilbert Stuart Middle
 - Created **rich new career and technical education (CTE) pathways** aligned to high-wage RI industries – at JSEC, PCTA, and E-Cubed
 - Launched **9th Grade Academy model** at Alvarez High School



1: See TAP for full set of metrics; achievement data available beginning next November; 2: Projected Sept. 2021 3: Extrapolated based on TAP goal of 68% grade-three ELA proficiency as measured by RICAS

Excellence in Learning (1 of 2): Building an Academic Vision

Upcoming Priorities

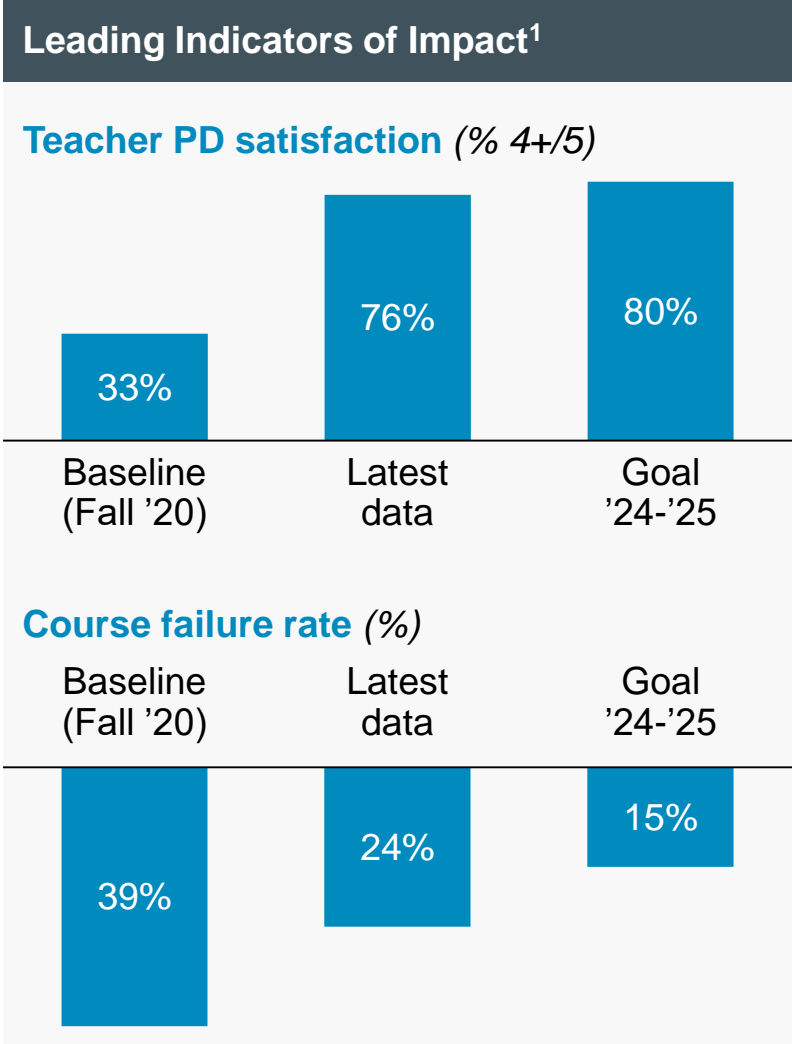
- Adopting **high-quality High School curriculum** across the district
- Community engagement around the **redesign of Hope High School, Mt. Pleasant High School, and Del Sesto Middle**
- Building **a district academic vision** by developing a district portrait of a graduate
 - Curriculum Design Leadership Academy with district teachers
 - Student Learning Summit
- Audit and **reform of district data systems**
- Improving **multilingual learner coaching** supports and increasing **student access to selective programs**

1: See TAP for full set of metrics; achievement data available beginning next November; 2: Projected Sept. 2021 3: Extrapolated based on TAP goal of 68% grade-three ELA proficiency as measured by RICAS

Excellence in Learning (2 of 2): Supporting Schools and Leaders

Accomplishments

- Built **new Network teams** to support and coach school leaders
 - Reorganized based on resounding evidence that the most important factors in a child's success are (1) the teacher and (2) the principal
 - Provided every school leader with consistent **1:1 coaching** as well as professional learning experiences (**PLEs**) in **peer groups**
- Radically increased **job-embedded professional learning for teachers**




1: Data are for secondary network (grades 6-12 only); see TAP for Turnaround metrics; achievement and accountability data available beginning next November

Excellence in Learning (2 of 2): Supporting Schools and Leaders

Upcoming Priorities

- Restructuring staffing to add a **math and literacy coach** at every middle and high school, Counselors at every elementary school, and support roles around culture and community
- Cascading **the 1:1 network coaching model through school-based coaches** to teachers
- Expanding a high-dosage **tutoring pilot in high schools** focused on Algebra I, a key course for student success

1: Data are for secondary network (grades 6-12 only); see TAP for Turnaround metrics; achievement and accountability data available beginning next November



"Strategies will be put in place to elevate student and community voices in a meaningful way and provide effective avenues for engagement for all families and all students, with communications that are more accessible, transparent, and culturally appropriate and responsive."

*-
Turnaround Action Plan*

Engaged Communities

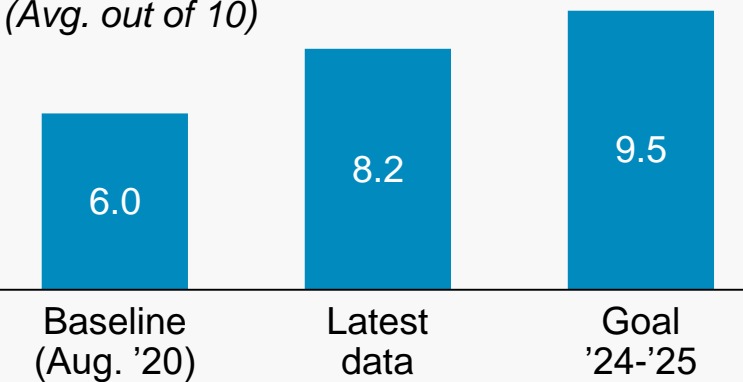
Engaged Communities

Progress

- Created **two new student panels to advise the Superintendent directly**: Student Advisory Council and Ninth-Grade Ambassadors
- Launched **Districtwide Advisory Council** to provide feedback on the implementation of Our Turnaround and build on the work of the Community Design Teams
- Articulated a set of **customer-service standards** defining the experience families should expect when they engage with their schools and the district
- Built a **rapid response tool** and a team dedicated to resolving family’s issues
- Enriched **Parent Academy** with new offerings, including distance learning support
- Required teacher participation in **Parent Teacher Conferences**, so all families could get access to meeting their children’s teachers at times convenient to families.

Leading Indicators of Impact¹

Family satisfaction with customer service (Avg. out of 10)



Average response time (hrs.)



1: See TAP for full set of metrics; achievement data available beginning next November

Engaged Communities

Upcoming Priorities

- Exploring opportunities to provide **credit-bearing courses in Parent Academy**
- Unifying and digitizing decades of **student records** to make it more convenient for alumni and families to access their student records
- Increasing family engagement in **SurveyWorks**

World-Class Talent

A photograph of a classroom setting. In the foreground, a young girl with braided hair, wearing a pink face mask and a grey hoodie, is seated at a desk. Next to her, an adult woman, presumably a teacher, is also wearing a face mask (white with 'Providence Schools' written on it) and a clear face shield. She is holding a black Dell laptop, which the girl is looking at. The background shows classroom shelves with various supplies and other students.

“All students must be taught by a well-trained, culturally responsive, motivated teacher who has the credentials needed to be effective in the classroom.”

Turnaround Action Plan

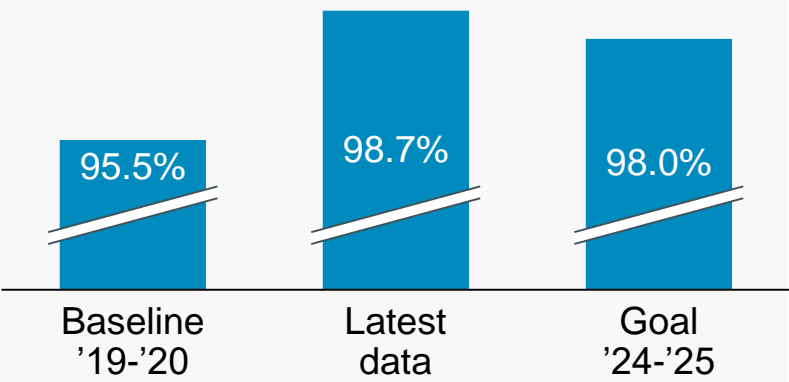
World-Class Talent

Progress

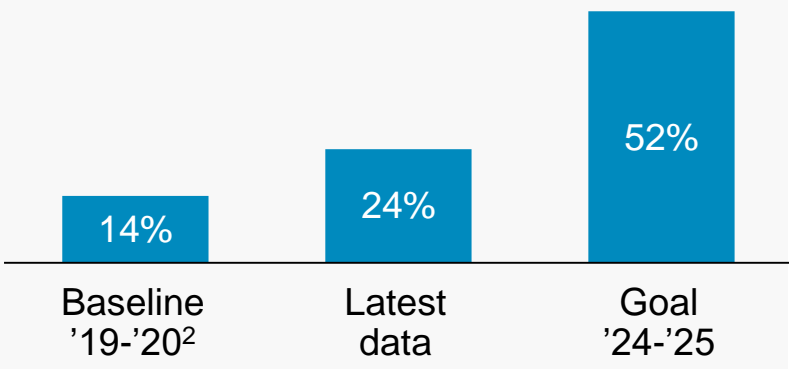
- Despite having more open positions to fill, **reduced vacancies substantially in 2020**, from 102 to 22
 - Accelerated hiring cycle for 2020/21 by ~2 months and launched national recruitment campaign
 - Nearly doubled the percent of teachers of color hired compared to the previous three years
- Provided 125 teachers with **financial support to gain ESL certification** in 2020/21
- Invested to attract, retain, and develop the **world's best faculty**:
 - Increased on-the-job professional learning for every teacher

Leading Indicators of Impact¹

Classrooms fully staffed in September (%)



Teachers with bilingual/DL certs (%)



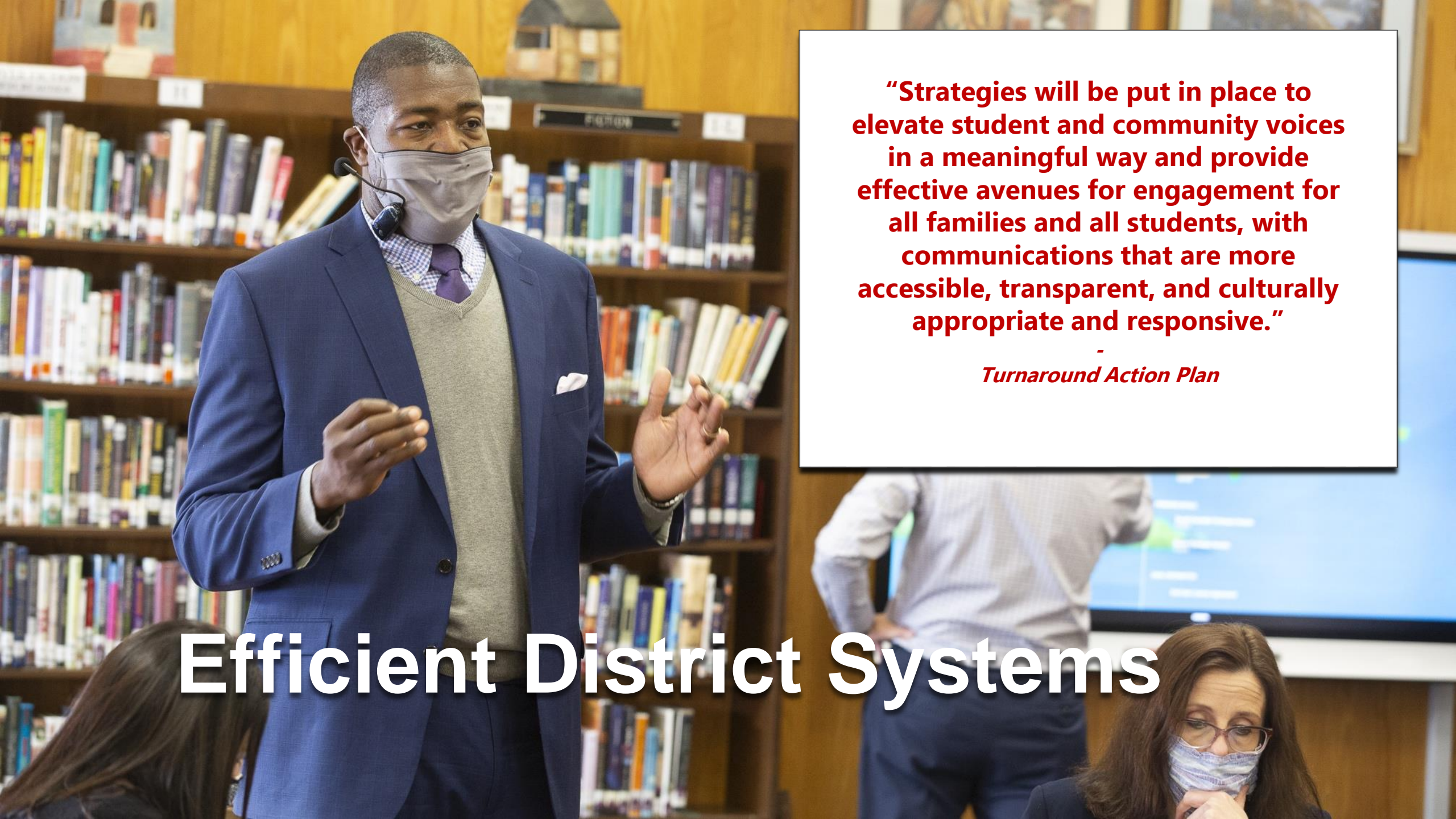
1: See TAP for full set of metrics; achievement data available beginning next November 2: Revised from TAP baseline (17.5%) to reflect only those teachers using the certification (vs. holding)

World-Class Talent

Upcoming Priorities

- Developing a plan to create an **on-site ESL certification pathway** that will better prepare teachers and reduce certification costs
- One of only 11 districts awarded a federal **\$10 million grant to launch a school leader residency program** to build a bench of high-quality, prepared school leaders
- Deepen pipeline and diversity work around **teacher assistant pipeline programs** and **additional supports for educators of color**

1: See TAP for full set of metrics; achievement data available beginning next November 2: Revised from TAP baseline (17.5%) to reflect only those teachers using the certification (vs. holding)

A man in a blue suit, grey sweater, and purple tie is speaking in a library. He is wearing a grey face mask and has a small microphone clipped to it. He is gesturing with his hands. In the background, there are bookshelves filled with books. To the right, a white box contains a quote in red text. At the bottom, the text 'Efficient District Systems' is written in large white letters. In the bottom right corner, a woman with glasses and a face mask is visible, looking down.

"Strategies will be put in place to elevate student and community voices in a meaningful way and provide effective avenues for engagement for all families and all students, with communications that are more accessible, transparent, and culturally appropriate and responsive."

Turnaround Action Plan

Efficient District Systems

Efficient District Systems

Progress

- Redesigned the district **procurement system**
- Created **\$1M in central office savings** in the FY21 budget to prevent cuts to schools during the pandemic and to align Central Office to better support schools
- Began execution of our **Capital Plan** – with significant projects underway and several more moving into execution this summer
- Successfully **reopened schools**; used federal stimulus to invest \$38M in PPE, instructional technology (e.g., new laptops for all teachers), and family supports (e.g., winter coats, wi-fi hot spots)

Leading Indicators of Impact¹

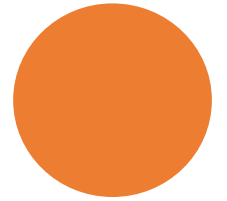
Time to procure new teacher supplies and technology (days; avg.)

Baseline '19-'20	Latest data	Goal '24-'25
96	50	56

1: See TAP for full set of metrics; achievement data available beginning next



HEPA Filters



SMARTboards

**Warm coats
for all students**



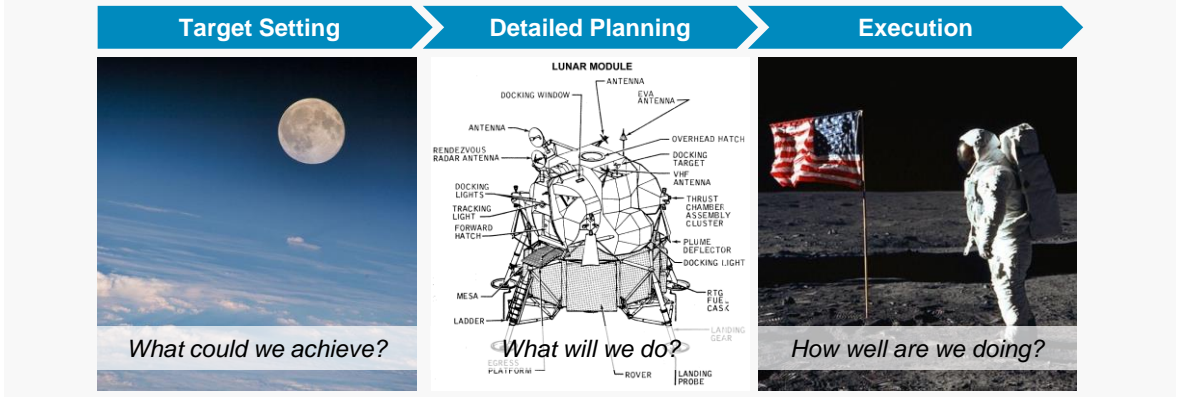
Efficient District Systems

Upcoming Priorities

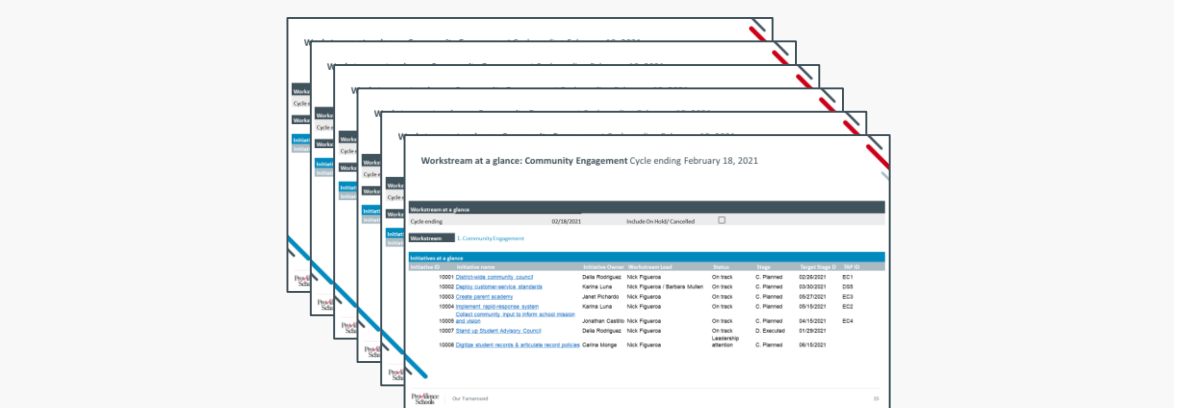
- Renegotiation of **major services vendors' contracts** to improve both efficiency and effectiveness
- Updating our **enrollment system** to make it a more accessible, supportive experience for students and families
- Improving the **annual budgeting process at the school level** including a new platform to improve clarity for school leaders and tying more funding to students
- Automating the **payroll process**

Efficient District Systems: The Turnaround Support Office

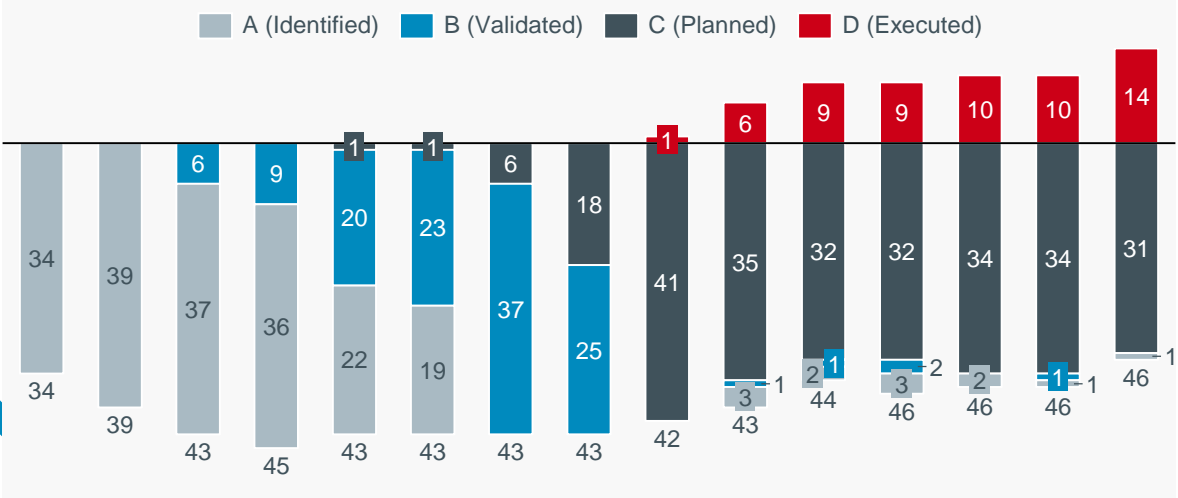
Phase-based approach



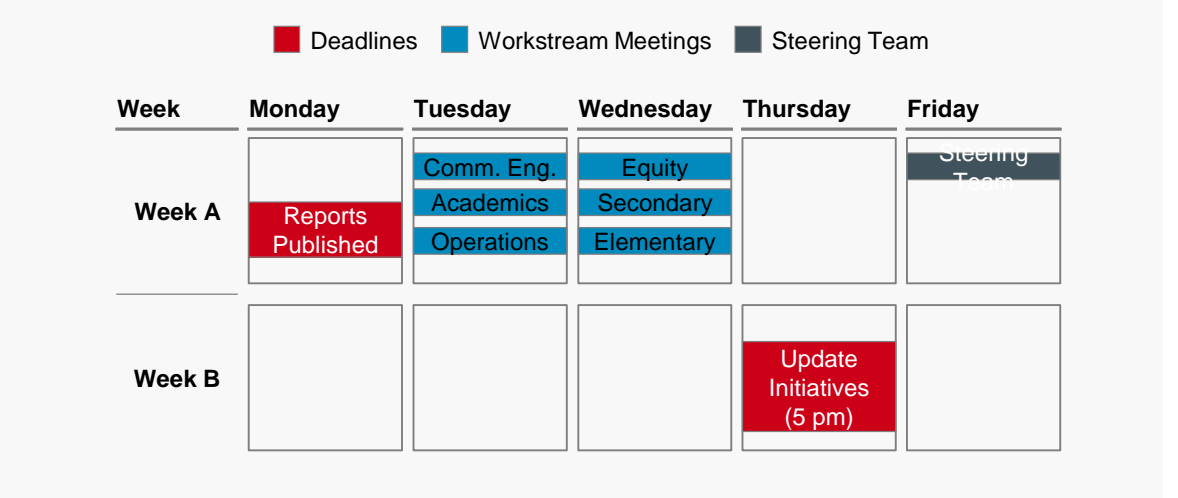
Individual accountability for each workstream and initiative



Performance transparency and a single source of truth



Rigorous performance management cadence





Questions and discussion